



## MEETING MINUTES NEVADA RESORT PLANNING TASK FORCE

<b>Attendance</b>	<b>Date</b>	Thursday, March 1, 2018	
	<b>Time</b>	2:30 P.M.	
	<b>Location</b>	Nevada Division of Emergency Management Executive Conference Room 2478 Fairview Dr. Carson City, NV 89701  Clark County Fire Department, Station 18 2 <sup>nd</sup> Floor Conference Room 575 East Flamingo Rd. Las Vegas, NV 89119	
	<b>Method</b>	Videoconference	
	<b>Recorder</b>	Matthew Williams	
<b>Task Force Members</b>	<b>Present</b>	<b>Staff</b>	<b>Present</b>
Caleb Cage	<b>X</b>	Matthew Williams (DEM/HS Staff)	<b>X</b>
Chris Brockway	<b>X</b>	Bill Elliott (DEM/HS Staff)	<b>X</b>
Aaron Kenneston	<b>X</b>	Bud Marshall (DEM/HS Staff)	<b>X</b>
Andrew Rasor	<b>X</b>	Kathleen Brady (DAG)	<b>X</b>
Darrell Clifton	<b>X</b>		
Dean Hill	<b>X</b>		
John Steinbeck			
Jim Walker	<b>X</b>		
Russell Niel			
Steve Goble	<b>X</b>		
Timothy Donovan			
Thomas Barrett	<b>X</b>		
<b>TOTAL:</b>	<b>9</b>		

### 1. CALL TO ORDER AND ROLL CALL

Chief Caleb Cage, Chairman of the Nevada Resort Planning Task Force (Task Force) called meeting to order. Roll call was performed by Matthew Williams, Division of Emergency Management and Homeland Security (DEM/HS). Quorum was established for the meeting.

## **2. PUBLIC COMMENT**

Chief Cage opened discussion for public commentary. No commentary presented in either venue.

## **3. APPROVAL OF MINUTES**

Chief Cage called for a motion to approve the meeting minutes from the Task Force meeting held February 5, 2018. Thomas Barrett, MGM Resorts International, requested his title change in the minutes from “Director for Safety and Health at MGM Resorts International” to “Director of Safety and Health at MGM Resorts International”. Motion to approve the minutes with the change was presented by Chris Brockway, The Nugget Casino Resort, and a second was provided by Dean Hill, Peppermill Resorts. All were in favor with no opposition. Motion passed unanimously.

## **4. TASK FORCE OVERVIEW AND UPDATE**

Chief Cage briefed the Task Force on the status of law enforcement participation that was suggested at the February 5<sup>th</sup> meeting. Chief Cage introduced Lt. Andrew Rasor of the Nevada Threat Analysis Center (NTAC) as a new Task Force member, and stated they are awaiting word from LVMPD on getting a representative from their organization for the Task Force.

Chief Cage summarized the events of the Nevada Commission on Homeland Security (NCHS) meeting that occurred on February 29<sup>th</sup>, this included the commission charging Chief Cage and Chief John Steinbeck of Clark County Emergency Management with creating a Statewide Resiliency Strategy that is due on June 30<sup>th</sup>, with final legislative recommendations due on July 1<sup>st</sup>. Chief Cage stated that the Task Force will fit into this strategy with legislative recommendations produced that can go into the overall report that will be vetted by NCHS before the legislative process in 2019.

## **5. PRESENTATION ON THE LEGISLATIVE INTENT OF NRS 463.790**

Chief Cage briefed the Task Force on the legislative findings of Samantha Ladich, Senior Deputy Attorney General, regarding the intent of NRS 463.790 (AB 250). The statute states the requirement for each resort of a certain size and type to have an emergency response plan, though there is very little information on the legislative record to decide the intent of the bill. Chief Cage read aloud from the legislative record the comments made by Richard Perkins, Speaker of the Nevada Assembly during this time period, stating his hope that resorts will have the plans they need before they're needed. Additional comments from Stephen Driscoll, former City Manager of the City of Sparks stated that Section 26 of AB 250 was a very positive step for the planning to protect residents and visitors.

Darrell Clifton, Eldorado Resorts, stated his belief that Speaker Perkins was concerned with life safety, but the City Manager was concerned with pre-planning and planning. Mr. Clifton's belief is that the intent is the plans should be something that could be exercised and not information that is just stored away. Mr. Hill agreed with Mr. Clifton, stating that the statute pointed to exercises and the tactical side of planning which allows for better

overview of what resorts would do in those situations. Steven Goble, Venetian and Palazzo Resorts, concurred stating his belief the plans were response plans, rather than operation plans, and that they should be considered more tactical. Tom Barrett stated his agreement with all three of the members' comments.

## **6. TASK FORCE DISCUSSION ON THE PURPOSE OF NRS 463.790**

Chief Cage opened the floor for discussion on the purpose of NRS 463.790.

Dr. Aaron Kenneston, Washoe County Emergency Management, stated his belief that the purpose of the statute should address all hazards and be comprehensive. Mr. Goble also proposed that the goal should be to provide collaboration between the resorts and first responding agencies. Lt. Rasor agreed that the plan should be comprehensive, but should also include an abridged version as an easy reference guide for first responders, Dr. Kenneston agreed.

Bill Elliott, DEM/HS, stated that the creation of an emergency response plan (ERP) is different than an emergency operations plan due to an ERP being strategic and also tactical. ERPs allow for the lay person to understand what is necessary in an emergency. Mr. Elliott stated that the process of planning is just as important as the plans themselves and should include a balance of input from emergency managers and security officials at resorts. Mr. Hill agreed that ERPs will allow for interoperability between resorts and first responders.

Lt. Rasor inquired about a type of stress test the resorts would implement to see if the plans they create are effective – it was determined that it would be up to each resort to implement those plans if they so choose. Mr. Clifton also stated his belief that the resorts should follow the Federal Emergency Management Agency's (FEMA) four phases of emergency management so it ensures the emergency response plans are an evolving and living document.

Jim Walker, DEM/HS, stated his belief that the Task Force should create an overarching plan that will give suggested ideas to the overall resort community. Mr. Walker emphasized public agencies such as DEM/HS should be careful in how they approach telling a private entity what to do and that the plan should be flexible enough to work for each resort. Chief Cage agreed, though stressed the need to figure out what the intent of the NRS was, whether it was high level or tactical. Chief Cage believes the NRS is more high level, though through collaboration between public and private entities it can become strategic and actionable.

Mr. Walker agreed that the Task Force should allow for collaboration between public and private entities, and believes any purpose statement should focus on a coordinating role. Mr. Brockway emphasized his belief that any purpose statement should include an emphasis on the protection of employees and the public.

Mr. Goble spoke to the issue of enforcement; he believes the statute is unenforceable due to lack off teeth. Mr. Goble believes if they can find out who would enforce the statute and how it would be enforced, that will make it easier to understand the purpose of the Task Force.

Dr. Kenneston believes a statement of purpose should be a priority and should be done before the next meeting so there is time to review. Chief Cage will work on creating a statement that will be presented at the next meeting.

## **7. PRESENTATION ON THE TASK FORCE REPORT OUTLINE**

Chief Cage stated that the bylaws approved by the Task Force on February 5<sup>th</sup> required a report at the conclusion of the 90-day period – May 6, 2018. Chief Cage stated that recommendations identified by the Task Force can go forward as a part of the overall homeland security strategy and that the reports and recommendations can go before the NCHS for approval.

Chief Cage discussed each proposed bullet point from the draft report outline and opened the floor for discussion on how the outline should look. Lt. Rasor inquired about the confidentiality of the plans, stating that resorts are considered critical infrastructure. Chief Cage stated that the statute already recognizes each plan as a confidential document.

Jim Walker recommended the four bullet point objectives in the bylaws should be the bullet points in the final report.

Chief Cage stated he will start building out each section of the report with information already gathered and as the plan develops the information will be sent out to the Task Force.

## **8. DISCUSSION OF PEER-DEVELOPING A RESORT EMERGENCY RESPONSE PLAN TEMPLATE**

Jim Walker discussed the creation of the emergency response plan (ERP) template, stating that it is an attempt to create a starting point and guideline for resorts to use when they develop their plans. Bill Elliott stated that the creation of the ERP template followed the Comprehensive Planning Guide from FEMA. The ERP template includes instructions on how to create a plan, including goals and objectives of the plan, implementation and maintenance of the plan once created, and training and exercise instructions so the plan is understood by those who use it and so it can be updated if needed.

Mr. Tom Barrett read a statement into the record (see attached), stating his belief that any references to September 11, 2001 and October 1, 2017 should not be included, as this plan should be considered “a living document subject to future review and adaptation based on advancements in emergency planning and lessons learned through actual experiences. As such invoking a specific incident or tragedy in the guide is inconsistent with its intended long term use and application.” Chief Cage opened the floor to discussion on this point, Dean Hill agreed with this change and the Task Force members concurred with the removal.

Dr. Kenneston stated his belief that the ERP is needed to help the resorts begin the process of creating emergency plans; however, he requested shortening the fast implementation format and also the removal of specific threat annex requirements that are not necessary for such plans. Mr. Goble agreed with Dr. Kenneston’s recommendations, stating his belief that recommendations are better than requirements,

because it will allow for the resorts to implement specific individual plans easier. Mr. Walker asked if it would be easier to provide the resorts with examples of the type of threat annexes that can be included instead of requiring resorts to include everyone. Mr. Goble agreed with this and stated his belief that this will allow each resort to do their own threat analysis. Dr. Kenneston agreed and added that each plan should include some risk analysis that will help inform the threat specific annexes. Lt. Rasor inquired whether a threat matrix, similar to those used in law enforcement would be beneficial – Dr. Kenneston agreed and recommended the THIRA as a guide to what it should look like, Mr. Goble agreed that the THIRA is a good example for a reference to be created that can inform those in the private sector. Mr. Clifton disagreed with the THIRA approach stating that resorts, especially smaller ones do not have the infrastructure in place to create such a large and complex plan. It is Mr. Clifton's belief that an all hazards approach for resorts is best and should be as simple as possible for better implementation. Mr. Goble agreed with this, stating the plan needs to be easily scalable for large and small resorts throughout the state. Mr. Walker recommended seeking input from members before the next meeting to ask for the members concepts of the minimum tasks that would be needed as a starting point for the ERP template – it was decided staff would reach out to the members to get this information.

## **9. PUBLIC COMMENT**

Chief Cage called for public comment.

Sandy Mangold, Professor of Crisis Exercise Planning at UNLV, emphasized that the ERG is at minimum a plan that can mitigate problems with resort plans very easily. Mr. Mangold recommended that a template be created for each resort so each area of operations are addressed at whatever level the resort requires. Mr. Mangold offered the support of the UNLV Crisis Management program in the creation of the template and any other information that might be required by the Task Force.

## **10. ADJOURN**

Chief Cage called for a motion to adjourn the meeting. A motion was presented by Chris Brockway, and a second was provided by Andy Rasor. The motion passed unanimously.